

**GOLDSMITHS
University of London**

COUNCIL

20 September 2018

**OPEN MINUTES OF COUNCIL MEETING NO.113
HELD ON 28 JUNE 2018**

Present: Rt. Hon Estelle Morris (in the Chair), Mr Nick Baron, Mr Ian Borman, Ms Eva Crossan-Jory, Dr. Kate Devlin, Dr Marl'ene Edwin, Ms Althea Efunshile, Professor Elisabeth Hill, Professor Mark d'Inverno, Mr Gerald Lidstone, Mr Patrick Loughrey, Ms Helen MacNamara, Ms Jackie Morgan, Professor David Oswell, Ms Sue Reece, Sir David Reddaway, Ms Carol Rue, Ms Lynn Percy, Dr Barry Quirk, Ms Vanessa Sharp, Mr Joseph Tema, Mr Joseph Williams and Ms Theodora Zemek.

Apologies: Professor Andrew Bremner, Mr Conrad Heyns, Professor David Oswell and Mr Tom Wilson.

In attendance: Ms Eva Crossan-Jory, Ms Pam Raynor, Mr Kieron Broadhead, Mr Matthew Brooks, Ms Dinah Caine, Ms Giorgia Cowan, Ms Katy Gordan, Mr Graham Pett, Mr Ian Pleace, Mr Aaron Porter, Ms Melanie Rimmer, Ms Helen Watson and Mr Ben Wilson.

OPEN BUSINESS

PRE-SESSIONAL DISCUSSION:

“Student careers and employability”.

***Secretary's note:** This meeting began with a pre-sessional presentation and discussion on “student careers and employability”, led by the Mr Kieron Broadhead and Ms Katy Gordon. Members heard about and considered the many initiatives being pursued by the College in order to enhance the employability of students, present them with more and wider career opportunities and to improve Goldsmiths' standing in the various national metrics concerning these spheres of activity. Members asked to receive information on the careers trends of students, with the data being cut by social background.*

1. WELCOME, RETIREMENTS AND APOLOGIES FOR ABSENCE

Noted:

Welcomes

- i) The Chair welcomed Ms Pam Raynor and Mr Aaron Porter who were in attendance at the meeting in advance of them commencing their terms of membership of Council on 1 September 2018.

Retirement of members of Council

- ii) On the occasion of their final meeting as members of Council, the Chair thanked Professor Andy Bremner, Dr Kate Devlin, Ms Eva Crossan-Jory, Mr Joseph Williams, Dr Barry Quirk and Ms Jackie Morgan for their respective service, identifying the particular contribution that each had made to the work of the governing body.

Secretary's note: following the meeting, Dr Marl'ene Edwin retired from Council. Baroness Morris conveys her appreciation to Dr Edwin for her contribution to the governing body over the past three years.

Retirement of the Chair of Council

Secretary's note: the below Minute of the words said by Council members on the occasion of the Chair's final meeting does not represent a full record. A transcript of the addresses is available upon request.

- iii) On the occasion of her last meeting as Chair and member, speaking on behalf of Council and various stakeholders, Ms Althea Efunshile, Ms Eva Crossan-Jory and the Warden each gave an address expressing appreciation and admiration for the extraordinary leadership given and contribution made by Baroness Morris as Chair of Goldsmiths' governing body over the past six years and as an independent member for several years before that.

Apologies

- iv) The following members had conveyed their apologies for being unable to attend the meeting: Professor Andrew Bremner, Professor David Oswell and Mr Tom Wilson.

2. IDENTIFICATION OF ITEMS FOR DISCUSSION

Noted:

No items had been identified for discussion in addition to those starred within the Agenda.

3. CHAIR'S ACTION

Noted:

The Chair had not taken any action on behalf of Council since the meeting of 12 April 2018.

4. MINUTES

Resolved:

To approve the Open Minutes of the Council meeting held on 12 April 2018 (Paper A).

5. MATTERS ARISING FROM THE MINUTES

Received and noted:

- i) the Chair's response to the Stakeholder Letter, considered by Council at the meeting on 12 April 2018 (Paper B: 17-541);
- ii) an update on the actions taken since 12 April 2018 to address issues raised within the aforementioned correspondence.

MATTERS FOR DISCUSSION

6. WARDEN'S REPORT

Received:

An oral update from the Warden (Paper C: 17-542).

Noted:

Review of Post-18 Education and Funding

- (i) The College has submitted evidence to the independent panel established to support the Government's Review, which highlighted the value of the creative skills nurtured by arts institutions, argued that economic and social case for the creative sector, objected to differential fees and called for a return of maintenance grants; and
- (ii) The panel's findings are to be published in the autumn with the Government revealing the outcome of the Review early next year. Intelligence indicates that there is limited political appetite for differential fees by subject area. The Minister recent reliance on data as to graduate earnings is unwelcome.

Subject-Level TEF

- (iii) The Department for Education is currently consulting on the design of the process for subject-level TEF. The College's response to this exercise focused on three concerns: 1) the model adopted should not be advantageous to those HEIs that have achieved a Gold rating at institutional level TEF; 2) resubmissions should be permissible to enable institutions to improve ratings within the proposed TEF lifecycle (6 years); and 3) the proposed subject areas need to be disaggregated – "creative arts" is not a homogeneous group of disciplines.

Student Recruitment

- (iv) Although there has been a very encouraging increase in applications received for undergraduate programmes, converting these into firmly accepted offers has been a significant challenge. At this time, the College is 25% short of target so Clearing will be entered with a requirement to recruit 600 undergraduate students;
- (v) Preparations for Clearing are advanced, including a developed plan for each academic department. All efforts will be made to recruit the students needed to achieve established targets;
- (vi) Careful work has been done to understand the current recruitment position. It is considered that unfavourable demographics have resulted in institutions higher up the league tables increasingly competing in our traditional territory;
- (vii) The position in respect of postgraduate recruitment is more encouraging, with firm acceptances up 25% on the same point in last year's recruitment cycle. Departments are being asked to consider whether there is scope to adjust the balance between undergraduate and postgraduate study at Goldsmiths; and
- (viii) A shortfall in recruitment would challenge the Budget. However, there are actions that can be taken to mitigate the effects and there is some contingency that can be drawn upon.

League Tables

- (ix) Goldsmiths' position in the Complete University Guide and the Guardian University League Table has worsened. These outcomes reflect disappointing scores in the NSS and the DLHE survey of 2016 graduates. Measures are being taken to improve these scores; and
- (x) Performance in other important league tables is more positive. In the influential QS World University Rankings, Goldsmiths has moved up to 396th. This is the result of a concerted effort by many staff. It shows what can be achieved when we are put our minds to it.

REF 2021

- (xi) Preparations for the upcoming REF are proceeding well, with work being ably led by Professor Oswell and a Strategy Group;
- (xii) A particular focus of the preparations has been on 'impact'. An initial review of 50 draft impact case studies has helped identify what work needs to be done to develop and refine material for submission;
- (xiii) A review of 'outputs' will now be carried out, the outputs of which will underpin the work to be done with departments to identify the submissions that should be made.

7. KEY AND OPERATIONAL PERFORMANCE INDICATORS

Secretary's note: Melanie Rimmer attended for this item.

Received:

Proposed Key Performance Indicators and Operational Performance Indicators in relation to the Institutional Strategy (Paper D: 17-382R).

Noted:

- (i) Each of the proposed KPIs and OPIs was considered; and
- (ii) Members discussed the means and timetable for Council to assess performance against the KPIs and the Strategy itself. As proposed within the Paper D, the Strategic Themes will be allocated to the committees of Council and Academic Board for them to interrogate performance. It was agreed that the governing body can dedicate sustained time to matters of strategy at the annual Strategy Away Day.

Resolved:

- i) The Key Performance Indicators are approved;
- ii) The Operational Performance Indicators are approved; and
- iii) That a Delivery Plan will be presented at a future meeting.

8. STRATEGIES

Received:

- i) Communications Strategy (Paper E: 17-274R)
- ii) Community Engagement Strategy (Paper F: 17-530)

Noted:

These strategies have been commended to Council by the External Relations Committee.

Resolved:

The *Communications Strategy* and the *Community Engagement Strategy* are approved.

9. REPORT FROM THE AUDIT AND RISK COMMITTEE

Received:

- (i) the Minutes of the meeting of the Audit and Risk Committee held on 24 May 2018 (Paper G: 17-543); and
- (ii) an update from the Chair of the Committee on the work undertaken during the past 12 months.

Noted:

- (i) This year has seen a transition of responsibility for internal audit from Kingston City to KPMG. This has been a successful process. The Committee and the College have instantly felt the benefit of the new arrangements, with thorough and robust reports being delivered that contain practical recommendations. The Committee is confident that this is a partnership that will enhance College activities, assist in the management of risk and meet any audit requirements that may be laid down by regulators;
- (ii) At its first meeting of the year the Committee gave careful consideration to the Internal Audit Plan. We satisfied ourselves that the right risks had been identified and that the Plan met the audit needs of the College for the academic year;

- (iii) Thus far the following reviews have been undertaken: *Student Satisfaction; Data Quality: HESA; Core Financial Systems and Core Budgetary Control; Academic Governance. GDPR and UKVI Compliance* reviews will be completed by the end of the financial year. A review of Research has been postponed until next year. The Committee is satisfied that KPMG will be in a position to give an overall audit opinion from the work done this year;
- (iv) KPMG has assumed responsibility for monitoring the implementation of audit recommendations. The Committee feels that timetables for implementation have previously not been realistic and have, consequently, not been respected. This issue has now been addressed;
- (v) The Committee and KPMG have undertaken a discrete piece of work on risk management. This has resulted in the total overhaul of the Strategic Risk Register, aligning it with the new Strategic Plan, and the creation of an Operational Risk Register. This work is part of a thorough refresh of the College's risk management framework intended to enhance Council's management of risk;
- (vi) The Committee has monitored the College's preparations for the General Data Protection Regulation at each meeting this year. The Committee has been satisfied that the necessary preparations have been made but recognises that work will need to continue over the coming weeks and months to ensure compliance with the Regulation and that privacy rights and freedoms are respected;
- (vii) As ever, the Committee gave careful scrutiny to the Annual Accountability Return at its October and November meetings before recommending it to Council for approval. For the second time, the Committee scrutinised reports for submission to HEFCE concerning academic quality and student experience. It is notable that this process was subsequently the subject of review by KPMG. The internal auditors provided 'significant assurance' in relation to the College academic governance arrangements; and
- (viii) In November, the Committee recommended the College's Annual Prevent Report to Council for submission to HEFCE.

10. SEXUAL HARASSMENT, VIOLENCE AND MISCONDUCT

Received:

An update on the work undertaken in this field alongside initial outcomes of the reporting tool (Paper H: 17-544).

Noted:

- (i) 57% of staff have attended training provided by Rape Crisis. Training will continue during the next academic year. Those Members who had attended a session commended the engagement of staff and the content of the training;
- (ii) Data generated through the Report and Support Tool has been collated for the first time. Members were informed that the College will record those reports that result in disciplinary action or criminal prosecution. Members encouraged the College to think about how it is possible to collect demographic data, without infringing the rights and freedoms of either reporters or accused; and
- (iii) a 3-year strategic vision for the College's work in this field has been developed with a view to imbedding it in business as usual.

11. ANNUAL REPORT FROM THE STUDENTS' UNION

Received:

- (i) a report pertaining to the Students' Unions' activities over the past academic year (Paper I: 17-514), and
- (ii) the Students' Union 2016-17 Financial Statements, as received by the Audit and Risk Committee and the Charity Commission (Paper J: 17-493).

Noted:

- (i) "The student voice" has been a big focus of work. The Student Representatives initiative remains a positive way of ensuring that 'the voice' is heard. This is reflected in the large number of application received to be a Representative;
- (ii) Welcome Week was a real success, with events being well attended and received. Society membership increased 70% from the previous period, sports societies being particular popular;
- (iii) The Union's collaborations with departments and academic communities has been fruitful, it being felt that inductions and the student led teaching awards are beneficial;
- (iv) A challenge has been advising and support students who are complaining about their experience at the College. The Union now has 2 full-time members of staff and another who works 4 days a week. This is a significant resource allocation;
- (v) The Union appreciates the level of representation it enjoys on the College's committees. Officers have at time experienced some uncertainty about where decisions are made and there have been some issues about receiving papers; and
- (vi) A student won a gold medal at the Commonwealth Games.

12. UNIVERSITY OF LONDON BILL – AMENDMENTS TO THE CHARTER AND STATUTES

Resolved:

That the amendments to the College's Charter and Statutes are approved as set out within Paper K.

13. POLICIES AND STATEMENTS

Resolved:

That the following institutional statements and policies are approved:

- (i) Annual Statement of Integrity (Paper L: 17-469); and
- (ii) Fraud Policy (Paper M: 17-545).

14. ORDINANCES

Resolved:

That the Ordinances are approved with effect from 1 September 2018.

15. REGULATIONS

Resolved:

That the General Regulations are approved with effect from 1 September 2018

Secretary's note: Following the meeting it was discovered that an appendix to Paper N: 17-546 had been omitted. This paper will, therefore, be presented again on 20 September 2018.

16. COMMITTEE TIMETABLE

Resolved:

The committee timetable for the academic year of 2018-19 (Paper O: 17-521R) is approved.

17. STRATEGIC RISK REGISTER

Received and noted:

The Strategic Risk Register (Paper P: 17-381RR).

18. OPEN MINUTES OF THE COMMITTEES OF COUNCIL

Received and noted:

The following open minutes of meetings of the Academic Board, and of the Committees of Council:

- (i) Academic Board meeting No.64, 7 March 2018 (Paper Q: 17-547);
- (ii) Finance and Resources Committee meeting No.50, 8 March 2018 (Paper R: 17-548);
- (iii) Finance and Resources Committee meeting No.52, 7 June 2018 (Paper S: 17-549);
- (iv) Human Resources and Equalities Committee meeting No.33, 13 March 2018 (Paper T: 17-550);
- (v) Joint Negotiation and Consultation Committee meeting No.32, 1 February 2018 (Paper U: 17-551);
- (vi) Estates and Infrastructure Committee meeting No.38, 26 March 2018 (Paper V: 17-552);
- (vii) External Relations Committee meeting No.28, 14 February 2018 (Paper W: 17-553); and
- (viii) Health and Safety Committee meeting No.33, 22 January 2018 (Paper X: 17-554).

19. ANNUAL REPORT FROM THE ACADEMIC BOARD

Received and noted:

The annual report from the Academic Board (Paper Y: 17-555).

20. THE SEAL

Received:

a register of those occasions the College Seal has been used (Paper Z: 17-556).

21. ANY OTHER BUSINESS (OPEN)

Secretary's note: Council was lobbied in respect of the working conditions of those employed by ISS, the contractor providing cleaning services to the College. Three members of the lobby were invited to address Council on their experiences.

Noted:

- (i) the contract for cleaning services will expire in the next few months. A market testing exercise for the provision of cleaning services will be conducted. One option for consideration will be for the College to resume responsibility for cleaning provision; and
- (ii) pending the conclusion of the above detailed exercise, the College will ensure that the current contractor is complying with the terms of its agreement, including that London Living Wage is being paid to its staff for work done whilst at Goldsmiths.

FORTHCOMING MEETINGS

To note the dates of forthcoming meetings in 2018-2019, to be held in the Professor Stuart Hall Building, room 326, from 15:00-18:00 unless otherwise noted:

20 September 2018

22 November 2018

29 January 2019: Council Supper (time and venue to be confirmed)

11 April 2019

27 June 2019